

Social Sphere



Payments to suppliers and employees	€2,727.48 MILL.
Social audits to suppliers	99
Permanent employees	93%
Employees trained	95%

Initiatives in social, environmental, and educational projects	+200
Food donations	€1.4 MILL.
R&D+i expenditure and investment	€31.4 MILL.
New products launched	93

Commitment to our professionals

Our professionals are one of the Group's principal assets and the basis of its growth. So to retain and continue attracting the best talent, we strive to establish a working environment that favours well-being, professional advancement, equal opportunities, diversity and inclusion.

Through our decentralised personnel management, we can maintain close contact and a profound knowledge of our workers. Our structure includes HR managers in all our subsidiaries to implement policies supplementing the Group's corporate guidelines and adapted to the specific circumstances of each of the countries in which we operate. Those policies include specific measures referring to occupational health and safety, training, diversity, equal opportunities, gender pay equality, work-life balance, prevention of harassment and emotional well-being and health programmes.

We also foster internal promotion and mobility, encourage the development of career plans and guarantee spaces for active listening and participation through different communication and feedback channels.

MANAGEMENT TOOLS AND POLICIES

All the policies and plans developed by the subsidiaries come under the umbrella of the Corporate Code of Conduct, which acts as a common framework. It aims to guarantee ethical, responsible conduct by all our professionals and serves as a benchmark to define minimum standards on labour policy and employment guarantees.

The Group confirms our commitment to equal treatment and opportunities through the implementation of key initiatives such as the EU Whistleblowing Directive and our Internal Reporting System, which increase the trust of our employees and the society and build on a culture of respect and safety at work.

We are also firmly committed to reducing and eliminating the gender pay gap, establishing active equal opportunity policies and equality plans that guarantee fair treatment of both genders at all levels of our organisation.

To improve our workers' well-being, the Group has implemented fair practices covering adequate working hours, a fair remuneration policy and strict control of work-related hazards. These measures not only benefit employees directly, but also contribute to social and economic stability in the communities in which we operate.

We guarantee access to collective bargaining through Works Councils, strengthening social dialogue and generating social and economic benefits for all our workers. In countries where this figure does not exist, the Group guarantees these rights through other mechanisms for representation and dialogue with the workforce adapted to local laws and practice.

GOOD PRACTICES IN EQUALITY, DIVERSITY AND PREVENTION OF HARASSMENT

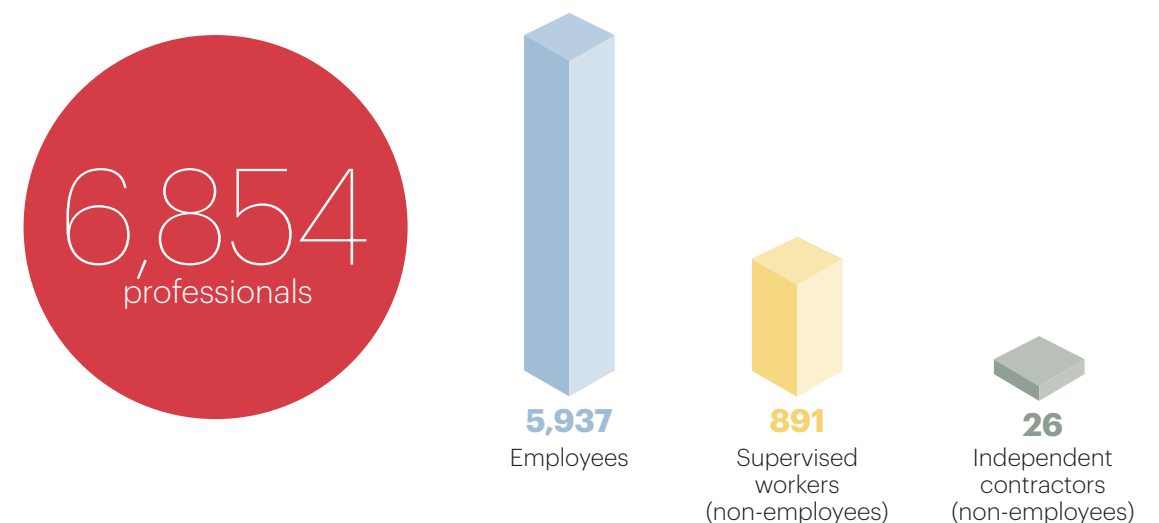
The Group promotes and upholds the principle of equal treatment and opportunities for all our professionals, regardless of their race, colour, nationality, ethnic origin, religion, gender, political or sexual orientation, civil status, age, disability or family responsibilities. This is the principle underlying the human resources policies in all our companies.

Some of our subsidiaries have built on this commitment by developing further policies supplementing the guidelines of the Corporate Code of Conduct, with specific protocols to combat discrimination, harassment and bullying.

A Gender Equality Plan has been introduced in the parent, Ebro Foods, S.A., that guarantees equal treatment and opportunities for men and women and establishes mechanisms and measures to eliminate possible situations of gender-based inequality or discrimination.

In the same context, the Equality Plan Negotiation Committee of Ebro Foods, S.A. drew up the Ebro Foods Protocol for Sexual and Gender-Based Harassment, supplemented with training for all the Company's professionals. The prevention and action channels are thus strengthened and a culture of zero tolerance to harassment is fostered.

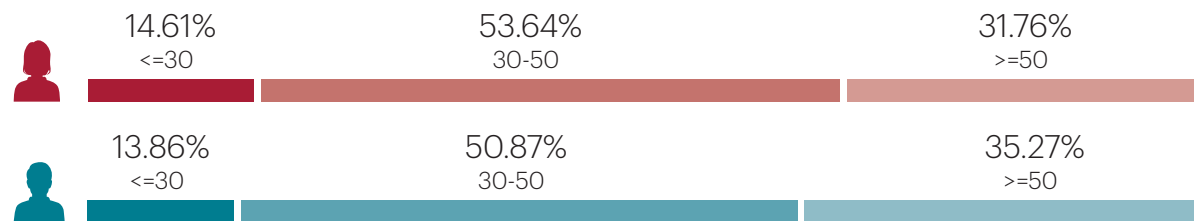
HEADCOUNT (ANNUAL AVERAGE NO. WORKERS)



TOTAL EMPLOYEES



AGE GROUP



HEADCOUNT

Nº	PROFESSIONAL CATEGORY	%
4	Senior Management	0.23%
114	Executives	6.58%
284	Technical staff & middle management	16.40%
513	Administrative & auxiliary staff	29.62%
790	Factory employees	45.61%
27	Others	1.56%

Nº	PROFESSIONAL CATEGORY	%
12	Senior Management	0.29%
206	Executives	4.90%
709	Technical staff & middle management	16.86%
436	Administrative & auxiliary staff	10.37%
2,813	Factory employees	66.90%
29	Others	0.69%

Icon	Count	Percentage
Permanent	1,619	93.48%
Have received training	1,562	90.18%
Persons with disabilities	36	2.08%
Internal promotions	106	6.12%

Icon	Count	Percentage
Permanent	3,914	93.08%
Have received training	4,067	96.72%
Persons with disabilities	73	1.74%
Internal promotions	241	5.73%

2025 METRICS

We set out below some of the key indicators for 2025 regarding health and safety, talent development and equality.

Health and safety in the workplace

100% of the Group's workforce is covered by a workplace health and safety management system.

Talent and development

- 95% of the Group's employees have received training.
- 347 internal promotions.

Equality

- 35.12% of executive positions are held by women.
- 20% reduction of the gender pay gap since 2019.

Commitment to suppliers

The Ebro Group's business is supported by a global network of suppliers covering all stages in our value chain, from agricultural sourcing to final distribution. This diverse network comprises individual growers, cooperatives, millers, logistics operators, suppliers of auxiliary raw materials and service providers, present in Europe, America, Asia and Africa.

The geographical and business diversity of this network of suppliers requires uniform management, but adapted to each context. Accordingly, we apply a risk-based approach, which helps us to prioritise suppliers and categories and define monitoring and support measures.

Our priority is to guarantee a supply chain aligned with stringent ethical, social and environmental criteria, through identification, assessment and early management of risks.

MANAGEMENT TOOLS AND POLICIES

The Ebro Group's relationships with different players in the supply chain are regulated by:

- **Supplier Code of Conduct**, which lays down the principles that must be respected and complied with by our suppliers in respect of Human Rights, decent working conditions, equality, non-discrimination and prohibition of forced and child labour.
- **Sustainability, Environment and CSR Policy**, which requires suppliers to align with our internal regulations and international standards (UN, ILO, OECD).
- **Internal Reporting System**, with a complaints or whistleblowing channel accessible to all stakeholders, implemented in compliance with the Whistleblowing Regulation and its transposition into Spanish law (Act 2/2023 of 20 February 2023 regulating the protection of individuals who report breaches of law and corruption).

Oversight of the social, ethical and environmental performance of suppliers is backed by social audits, mainly under the SMETA standard, and continuous monitoring by the Procurement departments. When incidents are identified, corrective action plans are put into place and monitored.

2025 APPROACH

In 2025 the Group stepped up our control and support for suppliers by encouraging them to adhere to our Code of Conduct, intensifying the verification mechanisms —social audits and visits to suppliers— and rolling out the due diligence plan in priority markets, focusing in the first phase on countries considered at greatest risk in the Ebro Group's supply chain.

HUMAN RIGHTS

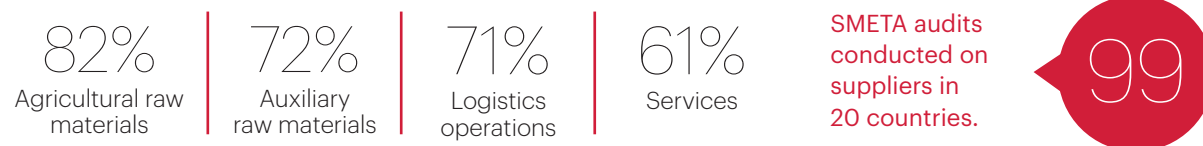
In 2023 the Group started to design and implement a Human Rights due diligence system and in 2025 we activated its structured rollout in the markets identified as priority.

PHASE 1	PHASE 2 - 2026	PHASE 3 - 2027
<p>Pakistan</p> <p>The due diligence designed for this country was completed during 2025. 100% of our suppliers signed the Ebro Group Supplier Code of Conduct and audits have been made, especially under the SMETA 4 Pillar standard, on 90% of the suppliers, who account for 94% of the total volume of rice sourced in Pakistan.</p>	<p>Thailand / Southeast Asia</p> 	<p>India</p> 

No serious human rights violations were identified in our supply chain at year-end 2025.

2025 METRICS

% of sourcing from critical suppliers adhered to the Ebro Group Supplier Code of Conduct, by category



TRAINING AND GOOD PRACTICES PROGRAMMES

The Group constantly runs training and good practices programmes designed to generate a positive impact on the workers in our supply chain, focusing especially on the prevention of health and safety risks in the workplace and awareness of their rights.

We describe below two representative initiatives developed during 2025:

- Approved Vendor Program.** Through this system, Herba Bangkok defines the working & social welfare and environmental criteria to be met by its suppliers, in keeping with the Group's Supplier Code of Conduct and the International Labour Organization (ILO) standards.
- Combatting illiteracy in Thailand and Cambodia.** Herba Bangkok and Herba Cambodia have identified illiteracy as a major risk for their value chain workers. Since 2024, both subsidiaries have developed literacy programmes for the most vulnerable groups, facilitating access to key information on labour rights and strengthening their ability to act with greater safety and autonomy at work.

The Group also continues promoting sustainable agriculture projects with our suppliers in our main sourcing zones. The details of these programmes are set out in the chapter on Commitment to the Environment in this book.

Commitment to our communities

Convinced that business development only really makes sense if it is accompanied by social progress, we step up our commitment to the local communities directly related with our operations every year, paying special attention to the most vulnerable groups within them.

All our actions in this area are based on a vision of shared development, seeking to strengthen the social fabric of the communities in which we operate, investing in actions with a high social value added aligned with the Sustainable Development Goals (SDG) and our own commitments to sustainability and corporate social responsibility set out in the General Sustainability Plan HEADING FOR 2030.

This commitment is largely channelled through the Ebro Foods Foundation in close collaboration with the different subsidiaries of the Group, which have a better idea of the situation and priority needs in their respective regions.

During 2025, the Ebro Foundation and different Group companies promoted more than 200 actions in collaboration with an identical number of entities, combining projects developed by non-profit organisations with initiatives promoted directly by our companies. These actions cover social, environmental and educational needs and were designed to generate a sustainable, lasting impact on the communities benefiting from them.

On another note, in keeping with our commitment to guarantee access to correct nutrition in situations of vulnerability, our subsidiaries in Spain, France, Italy, United Kingdom, Portugal, Belgium, Netherlands, United States, Canada, Thailand and the Ebro Foundation made a special effort in 2025 in food donations.

These contributions helped respond to especially critical situations of vulnerability, through collaboration with food banks, soup kitchens and third sector organisations.

In total, the following were delivered



COMPANY	TOTAL QUANTITY (KG)	TOTAL VALUE (€)
Arrozeiras Mundiarróz, S.A.	576.00	504.24
Bertagni 1882, S.P.A.	130,562.10	660,820.04
Ebro Foods Netherlands BV	108.00	300.00
Ebro India, Private Ltd.	20,400.00	12,426.95
Ebrofrost Germany, GmbH	200.00	321.00
Herba Bangkok, S.L.	500.00	309.84
Herba Ricemills, S.L.U.	96,633.97	158,880.50
La Loma Alimentos, S.A.	3,335.00	2,888.11
Lustucru Frais, S.A.S.	142,028.00	284,756.00
Lustucru Riz, S.A.S.	49,350.00	27,355.83
Pastificio Lucio Garofalo, Spa	4,139.00	19,293.01
Riceland Magyarorzag, Kft	300.00	243.86
Riviana Foods Canada Corporation	754.56	1,329.67
Riviana Foods, Inc.	137,765.00	210,885.45
S&B Herba Foods, Ltd.	955.00	16,741.72
Tilda, Ltd.	8,310.00	17,554.77
Ebro Foundation	45,544.00	52,610.88
Total	641,461.00	1,467,222.00

Apart from food donations, some of the Group's subsidiaries, in collaboration with third parties, develop alternative mechanisms to facilitate access by vulnerable persons and groups to food products through the sale of products at a reduced price or at cost

Our global investment in all these actions was over €2.5 million, directly benefiting around 646,000 people and indirectly benefiting even more families, educational communities and other social environments connected with the direct beneficiaries. The nature of these actions embraced social, environmental and educational areas, combining projects developed by non-profit organisations with initiatives initiated directly by our companies.

59%
CONTRIBUTIONS
IN KIND

41%
MONETARY
CONTRIBUTIONS

The main lines of action taken by the **Ebro Foundation** focused on the strategic areas defined in our Social Action Policy:

18% Food and health

68% Social welfare and community aid

14% Environmental sustainability

1.

In **Food and Health**, in addition to donations of rice and pasta to different neighbourhood associations, fraternities and sororities, food banks, etc., we also made several monetary contributions to soup kitchens and associations such as the Order of Malta in Madrid and Seville, the San Juan de Dios soup kitchen in Seville, the Achalay Association, Manos de Ayuda Social, etc. and provided financing for soup kitchens and programmes promoting healthy lifestyles among young people and adolescents in our areas of influence, including the joint develop-

ment by the Ebro Foundation and our subsidiary La Loma Alimentos in Entre Ríos (Argentina) to encourage healthy eating habits in schools.

2.

In the area of **Social Welfare**, we promoted initiatives supporting education through the financing of scholarships, research projects, educational programmes that contribute towards equal opportunities, training projects for integration into society and employment, entrepreneurship and employment promotion initiatives, and community aid programmes that contribute to achieving the full, effective social integration of these individuals and groups at risk of exclusion in the communities in which the Group operates.

Several community projects were promoted in this area in Seville, Madrid, Valencia and Morocco, including rehabilitation grants in Proyecto Hombre (Seville); financing of school transport for children living in the kabila villages near our factory in Morocco; promotion of training and employability with projects such as Escuela Gastronomix (Madrid and Seville); collaboration with the Carlos III University Foundation providing dual degree grants; the building of two schools in Ghana; and fighting homelessness through our work with Fundación tuTECHÔ, which we are part of, facilitating access to housing, training and employment by people in situations of severe exclusion.

3.

In the area of **Environmental Sustainability** we held the V Edition of the Ebro Foundation Sustainability Awards, recognising three significant initiatives:



TILDA
(1.st prize)

For a research project to reduce nitrous oxide (N₂O) emissions in the basmati rice crop by using biofertilisers and alternate wetting and drying (AWD).

PASTIFICIO LUCIO GAROFALO
(2.nd prize)

For installing an innovative heat exchanger at its Gragnano plant to recover energy and water from the hot air generated by vacuum pumps.

HERBA BANGKOK
(3.rd prize)

For replacing carbon dioxide (CO₂) with nitrogen (N₂) in the spraying of organic rice.

We have also continued, through the Ashoka Foundation, supporting our *Ashoka Fellow* Mireia Barba and her project "Espigoladors", a groundbreaking initiative to prevent food waste at source by recovering and re-using agricultural leftovers (gleaning), while also helping to raise awareness for more sustainable food systems.

NB: The full details of actions by the Ebro Foundation can be found at www.fundacionebrofoods.es

Commitment to our customers and consumers

Customers and consumers are crucial to our business. We strive to generate value and respond to their expectations of quality, safety and well-being.

QUALITY, FOOD SAFETY AND CONSUMER SERVICES

We apply a strict Health and Safety Policy based on rigorous compliance with current laws and regulations, application of the Good Manufacturing Practices (GMP) and the HACCP system to identify and control physical, chemical and biological hazards, and comply with the strictest quality certifications: ISO, IFS, BRC and FSSC22000. All this guarantees that our products meet the highest international standards.

We also have channels open and accessible to respond in real time to consultations, suggestions and claims. Through this constant interaction we are able to adapt swiftly to consumers' expectations and adjust product formulations, presentations and information. Each incident is followed up, which helps to boost consumer confidence in our brands and guarantee satisfactory customer experience.

Customers and consumer participate in all stages of the product life cycle through the following channels:

1. Active listening mechanisms

We identify opportunities for innovation aligned with new social and nutritional demands through market surveys and trend analyses.

2. Production and quality

We adjust formulations or production processes taking account of the comments received.

3. After-sales service and continuous improvement

We analyse valuations and claims, taking them into account for future decisions on reformulations, labelling, presentations or launchings.

Furthermore, all information on nutritional properties, ingredients and manufacturing processes is presented clearly and accessibly on the packaging, so that consumers can make an informed choice.

R&D+i TO BENEFIT CONSUMERS

Innovation is the fundamental pillar on which our Group builds our growth and differentiation strategy. Our commitment to R&D and innovation responds to the need to develop new solutions and to provide tangible value for our customers and consumers.

Consumers are the focal point of our strategy, guiding research and development towards products that respond to their nutritional needs, consumption habits, social values and quality and sustainability expectations. This ability to anticipate trends and transform them into real solutions enables us to maintain a diversified, competitive portfolio with high value added.

We have a sound R&D+i structure based at seven centres in Spain, France, Italy, Netherlands and USA, directed from our principal hubs:



Governance of this strategy is based on principles of coordination and knowledge transfer between geographical regions, headed by the Global Chief Marketing Officer. This role fosters synergies between markets and the adaptation of successful solutions to new contexts and countries.



Our innovation is structured in two major areas:

- **Business B2C:** extension and development of own brands with value proposals for end consumers.
- **Business B2B:** development of ingredients adapted to the requirements of our industrial customers.

PROMOTION OF HEALTH AND HEALTHY LIFESTYLES

As a food company, we accept the responsibility of contributing to the improvement of people's health with a balanced nutritional offer and by encouraging healthy habits.

In this regard we promote initiatives that go beyond the development of a portfolio of healthy products, such as awareness campaigns, educational activities and collaborations with entities in the education and health sectors. These activities are aimed at society in general, especially children as this is a key time of life for establishing healthy habits, and recommending products within families and communities, multiplying the impact.

Some of these actions are developed in collaboration with and through the Ebro Foundation, boosting our social and educational outreach.

2025 METRICS

We set out below the key indicators for 2025.

€31.4 MILL.
Allotted to R&D+i
expenditure and investment

93
New products
launched on the market

687
Product improvements
deriving from our internal
continuous improvement
processes and interactions with
customers and consumers

168
Certifications and standards
in the areas of quality,
food safety and
product specifications

+540
Publications
on healthy, sustainable
lifestyles in our different
communication channels